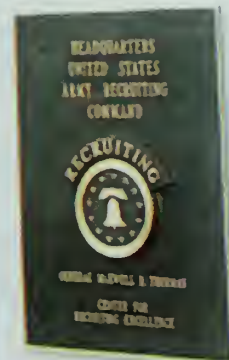
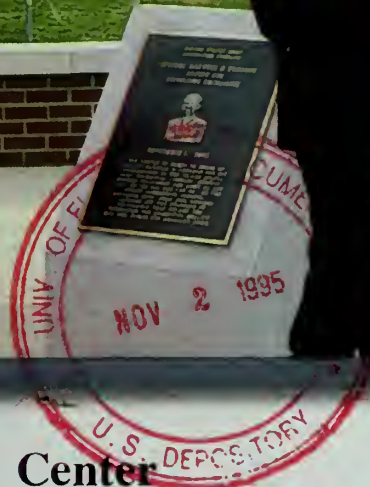


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RECRUITER

The United States Army Recruiting Command

JOURNAL - Oct 95



Thurman Center
Dedication, page 7

"Smart Quotes"

- Of the 20.6 million people enrolled in colleges or vocational schools, 51 percent obtained financial aid from sources outside their families.
- High school students in non-metropolitan counties have fewer opportunities to continue their education. As a result, fewer graduates aspire to go on to higher education.
- Within two years of their return to civilian life, veterans who used their military skills in matching civilian occupations enjoyed higher earnings than those who received training in the civilian sector.
- A Yellow Pages phone directory is found in 96.9 percent of all US households and is used 19.1 billion times per year. One of the top uses for the directory is to find government municipal offices.
- Fifteen percent of Americans are uninsured. The proportion of Americans who lack health insurance coverage has been rising as employers reduce coverage and as insurance companies drop people they regard as high risk.

SOURCE: "The Official Guide to the American Marketplace"

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MG Kenneth W. Simpson
Commanding General

S. Douglas Smith
Public Affairs Officer

Kathleen Welker
Editor

Pearl Ingram
Assistant Editor

Emille L. Howe
Assistant Editor

Joyce Knight
Graphics Support

Greg Calidonna
Fort Knox TASC Photography

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The United States Army Recruiting Command



Recruiter Journal

VOLUME 48, Number 10

October 1995



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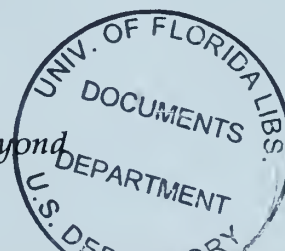
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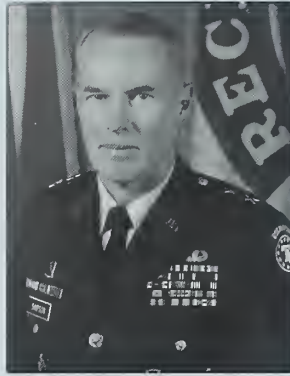
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Recruiting with integrity

Several months ago, a television program tried to give military recruiting a black eye by reporting a story that implied systemic improprieties conducted by recruiters of all services. The facts of the matter are still under investigation, but at first blush those recruiters appeared to be more concerned with getting a contract than their personal integrity.



MG Simpson

Such conduct is completely unacceptable. We in the recruiting world have a set of standards and code of ethics above and beyond those already set down for us in the military. We live or die, figuratively, by the tenet "Recruit with integrity."

Thousands of years ago, the noted Roman philosopher Plutarch wrote, "The very spring and root of honesty and virtue lie in good education." In USAREC we teach ethics and integrity from day one in the schoolhouse, and we have a regulation that spells out in detail those things that we consider to be improper. There can be no doubt about this. USAREC personnel must act with integrity at all times; the reputation of the Army and the moral underpinnings of our profession depend on it.

Now, you may think that my last statement was a bit melodramatic, but I want to emphasize a point. Recruiters are in virtually every town in America. We represent the Army in Hometown, USA; we are the Army to many Americans, because we are the only soldiers they see in real life. As parents, we know we don't trust our children with liars and cheats. It is logical, therefore, that American parents will

not trust their children with recruiters who are not honest and trustworthy. And to extrapolate further, why would a parent trust a military service that seems to condone or promote such behavior?

We build our relationships with our communities slowly and carefully; we need their trust and admiration. As representatives of the Army, we stand for freedom, justice, and "the American way." As representatives of recruiting, we stand for the Army way of life. We make ourselves role models to America's youth; we tell them success stories and how we can help them achieve their goals. We need their trust and we work very hard to gain that trust. One bad experience can cost years of painstaking effort to earn that trust.

I know that recruiting is a tough business; you and your families make tremendous sacrifices for recruiting, so that America's Army will always have the strength to achieve its commitments. For those sacrifices, you always have my gratitude, as well as that of the Army and the nation.

But as tough a business as recruiting is, we must always remain excellent role models, both for our prospects and for those new recruiters who join us in our stations. They look to the more seasoned recruiter for guidance and example. Bad habits can be learned. In Plutarch's book of morals, he wrote on the training of children, "It is a true proverb, that if you live with a lame man you will learn to limp."

I ask that no recruiter be caught limping. Walk tall, be proud of the work you perform for this great nation of ours, and make the words "Recruit with integrity" your motto.

***The reputation of the
Army and the moral
underpinnings of our
profession depend on it.***

Recruiter pay to increase

■ Special duty assignment pay (SDAP) for Army recruiters is scheduled to increase during FY 96 from \$275 a month to \$375 a month. SDAP is a form of incentive pay that compensates recruiters for challenging work they do for the Army. Currently, SDAP is paid to production recruiters in the following manner:

- Completed three months or less — \$165 a month beginning the first month of recruiting duty
- Completed three months or more — \$220 per month beginning the fourth month of recruiting duty
- Completed nine months or more — \$275 per month beginning the tenth month of recruiting duty

(Note: Staff recruiters receive SDAP at the rate of \$164 per month.)

Details on implementation of the new SDAP payments have not been finalized, but the USAREC proposal calls for payment of the full amount to all recruiters, instead of the graduated payment plan currently used. For current information on the SDAP increase, contact LTC Barry Gallagher at 800-223-3735, ext. 6-0197.



Total Recruiting Quality

■ BG James E. Shane Jr., Deputy Commanding General-East, joined the command from an assignment as the Director, Resource Management, at Department of the Army. During his tenure he spearheaded the Total Army Quality (TAQ) efforts. He is a strong advocate of the quality management philosophy and concepts. With his influence, look for the command to position itself as the quality leader in the Army.

Shane was influential in developing and publishing the following TAQ Performance Improvement Criteria:

- Leadership (senior leaders'

commitment to the quality culture)

- Information and analysis (management's use of data and information to drive performance excellence)
- Strategic planning (planning for long and short term)
- Human resource and development (people development and empowerment)
- Process management (process improvement methodology)
- Business results (performance levels/trends for key services)
- Customer focus and satisfaction (interface between customer and organization)

"In every crowd, one stands out," Shane says. "The leader. The pathbreaker. The champion."

Delta seeks recruiters

■ Recruiting for Delta is a unique assignment. It requires the ability to interact effectively with prospective Delta candidates as well as senior Army leadership and exhibit those personal qualities found in Delta members. It requires a competent briefer, a person who is self-motivated and capable of working alone without direct supervision.

A potential Delta recruiter should meet the following prerequisites:

- Male
- Volunteer
- Be in the rank of SSG or junior SFC
- No history of recurring disciplinary action

- Possess or be able to obtain a secret security clearance
- GT score of at least 110
- Be able to pass the APFT
- Be able to swim 50 meters in BDUs and boots
- Be airborne qualified or volunteer for airborne duty
- Have demonstrated success as an Army recruiter (successful station commander experience preferred)

Interested recruiters should mail a copy of their DA Forms 2A and 2-1, last two NCOERs, DA photo, and contact phone numbers to:

Recruiting Team
PO Box 70149
Fort Bragg, NC 28307

or fax copies to commercial phone (910) 396-0607 or DSN 236-0607. For further information contact the Recruiting Team at (910) 396-0649 or DSN 236-0649.

RSC redesignated

■ The Recruiting Support Command was officially redesignated as the Recruiting Support Battalion at a ceremony at Fort Knox, Ky., Aug. 11.

MG Kenneth W. Simpson, USAREC commanding general, and RSB commander and sergeant major, LTC George B. Wright, Jr., and SGM Robert C. Davis, cased the old colors and unfurled the new as soldiers of the RSB and about 100 guests looked on.

Simpson praised the RSB in his remarks. "Not only are we redesignating and reorganizing in many respects, but it also marks a closing of a chapter and the beginning of a new one for the RSB. This is a vital support activity for our recruiters," Simpson said.

Wright lauded the soldiers of the RSB. "The men and women standing before you represent 310 years of recruiting experience, every CMF, every recruiting position from former TTE recruiter to battalion sergeant major. They represent the excellence and professionalism that will help this command succeed in the years ahead. They are the vanguard of Army recruiters," Wright said.

In its move from Cameron Station, Va., 46 of the 90-person military, DAC, and civilian contract staff had to be replaced, but Wright is very pleased with the unit.

"All components of our organization are major league in terms of ability, dedication, and motivation," Wright said.

Each year, SGM Davis reviews requests for transfer to the RSB.

"Not every NCO can become a recruiter, and not every recruiter can become a member of the RSB. We look for successful recruiters



At the redesignation ceremony, MG Kenneth W. Simpson, SGM Robert C. Davis, SFC Kenneth P. Lawson, and LTC George B. Wright Jr. rolled up the old colors and unfurled the new.

with excellent presentation skills who can operate independently in varied environments, as many of them must do up to 10 months each year," Davis said.

Indeed, the ranks of the RSB are filled with several former battalion "recruiters of the year." And having been successful in the field, each RSB exhibitor brings to their work the dedication and determination needed to ensure that the field recruiter has what is needed to make mission.

The RSB dates back to the summer of 1936 when a small band of soldiers was tasked to create an Army exhibit for the 1939 New York City World's Fair. The program quickly grew, spurred by the outbreak of World War II and acclaim at the World's Fair.

The program was taken over by the Adjutant General's Office in 1940. It was housed in a tiny building in Washington, D.C. The program was so successful, the unit soon outgrew its quarters and was moved to a warehouse at Cameron Station, Va.

In 1951, the US Army Exhibit Unit, created by the Army and placed under the direction of the Army Office of Information, was tasked with continuing the mission. The Army story was taken to the public, at the request of local

recruiters, through the use of touring shows developed by the unit.

In 1971, the mission was transferred to USAREC and became known as the Recruiting Support Center. The 1970s witnessed a major growth in exhibits, covering such topics as the 25th Anniversary of Supreme Headquarters Allied Powers Europe or SHAPE, the development of the modern Army and career opportunities.

In 1975, recruiting support turned its attention to high schools. The first multi-image presentation was produced and the portable optical device, or POD, was developed. The RSB now has eight PODs in its inventory.

In 1985, the Recruiting Support Center was redesignated as the Recruiting Support Command. In March of this year, the command moved to Fort Knox.

Little did that early band of exhibitors know that they were starting a tradition that has become a staple in the recruiting business.

Today, the RSB continues to provide support and service to field recruiters. The RSB helps the field recruiter gain access to hard to penetrate schools. Door-opening assets like the Cinema POD, Cinema Van and the Army Adventure Van have proven to be big draws and, in turn, major lead generators.

Need a helping hand?

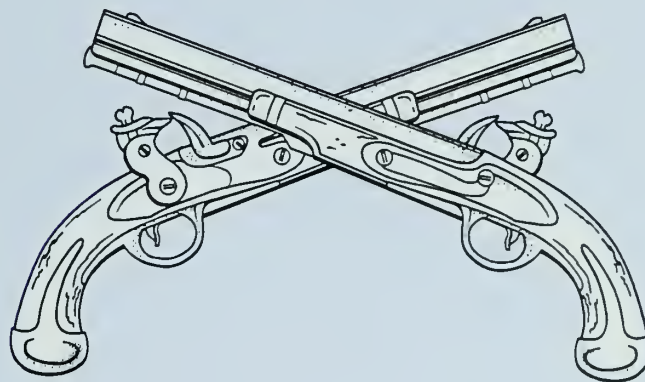
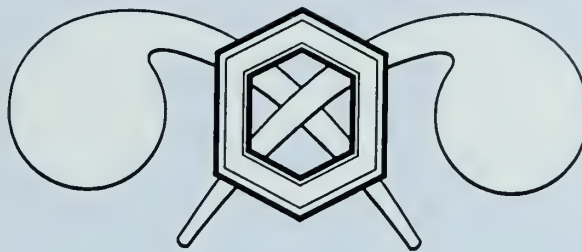
by MSG Dianna Cox, USAREC Training

Army Reserve recruiters have numerous recruiting tools and resources to help achieve their important mission. Advertising, as an example, is accomplished through radio, television, newspaper or magazine ads, recruiter publicity items (RPIs) and even word of mouth. Consider for a minute how many of your prospects called or walked into the recruiting station requesting information on Army Reserve programs? I'll wager lots of your USAR enlistments come from referrals, otherwise known as word of mouth. Active Duty for Special Work (ADSW) is another, often overlooked, recruiting tool.

ADSW is designed to increase Army Reserve enlistments by using USAR Troop Program (TPU) soldiers to generate leads. TPU soldiers can increase USAR recruiting visibility within the local community and promote a stronger partnership between TPUs and recruiting personnel. ADSW tours must be used in support of the USAR mission and can be combined with TAIR events to maximize the impact of this valuable lead generation resource.

TPU soldier volunteers may be placed on temporary ADSW tours from 1 to 30 days. Current rules preclude more than 30 ADSW days for any one TPU soldier in a given calendar year. While ADSW soldiers most often work directly with the Reserve recruiter, Regular Army recruiters could benefit from ADSW soldiers if their station has a USAR mission and no USAR recruiters assigned. Information regarding fund availability for ADSW is available from your battalion operations section and supported TPUs.

Reserve soldiers recently graduated from basic training are ideal candidates for ADSW. They have recent active duty experience and are generally enthusiastic about the Army and Reserve programs. Discuss ADSW possibilities with your DTPs and members of the Alternate



Training Program before they depart for basic training. Start them thinking about serving a short ADSW tour early. A little planning will permit you to place a uniformed soldier, either a recent high school graduate or a senior, in your high school to assist with your Reserve recruiting efforts. ADSW soldiers must have completed basic training prior to participation in this type of duty.

One way to use ADSW soldiers is to speak to your high school counselors about the program. Seek permission for the ADSW soldier (Phase II split-trainers) to attend school in his/her uniform. Such a recruiting resource can show you local "hot spots" where local juniors and seniors hang out. They can pass out your business cards between classes, during lunch and at school sporting events. They will be walking billboards in a valuable target market.

Visit your local TPUs and educate them on the ADSW program. A large portion of the Army Reserve mission consists of prior service soldiers. When conducting an interview with a prior service soldier take a minute to tell them about the ADSW program. If they are sharp and well connected in the local community keep them in mind as possible ADSW resources. Prior service soldiers are usually mature, well

disciplined, and can perform with little guidance. Such an ADSW asset working local employment services offices, high school/college career days, TAIR events and local employers can produce lots of leads.

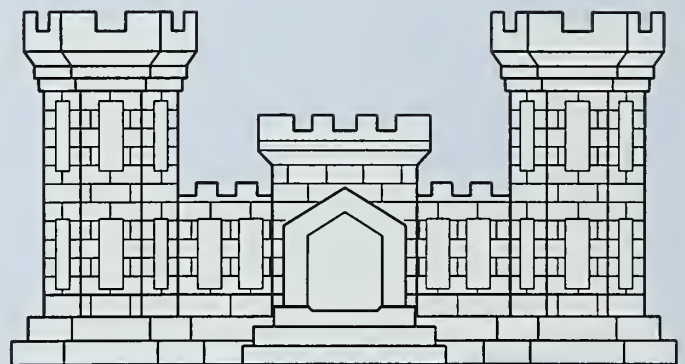
Procedurally, when a soldier is identified for a short ADSW tour arrangements are coordinated with their TPU through your battalion operations section. A FORSCOM Form 1058 must be prepared at least 21 days prior to the start date of the tour. After the 1058 is approved by the TPU it will be forwarded to the MUSARC for orders to be published. Once published, orders will be forwarded to the battalion operations section and to the individual. Under no circumstances will duty be performed without official orders. The station commander should make sure he asks to see written ADSW orders when the soldier first reports.

The station commander should brief the ADSW soldier on specific duties and projects in which she or he will be involved. The station commander should also establish specific lead generation and other performance objectives. If the ADSW participant does not perform to standard, you can easily revoke his/her ADSW orders. ADSW soldiers may not be used for administrative duties, running police or court checks, taking applicants to the MEPS or telephone prospecting. Remember, their primary purpose is to generate interest, provide referrals and be visible within the local community.

Where funds are available, station commanders with USAR missions/recruiters might set a goal of one short ADSW tour per quarter. Within five working days following completion of the tour, the station commander must complete a USAREC Form 556-R (USAR Recruiting ADSW Evaluation Report) and forward it to the battalion. Once the soldier informs his/her TPU their tour has been completed, the TPU will submit required pay documents.

Reserve recruiters present the Army story to their target market population. ADSW resources can improve awareness of Reserve programs within the local community, increase production, and improve your quality of life.

Using the ADSW resources enhances your ability to do just that.



Comments or suggestions for future articles? Contact MSG Green at 1-800-223-3735, ext. 6-0125.



USAREC dedicates its new Kentucky home

by Pearl Ingram, RJ Assistant Editor



There's something pretty special about a dedication ceremony for a new building: maybe that it marks the start of a new beginning, maybe that it pays tribute to things that have gone on in the past.

The past seemed to join the future on September 13 at Fort Knox, Ky. The new USAREC Headquarters building on Third Avenue appeared to be waiting patiently for its new name — The General Maxwell R. Thurman Center for Recruiting Excellence.

The building looked proud that so many past commanding generals of the Recruiting Command were there — LTG (Ret.) Thomas P. Carney, commander from June 1987 to June 1989; LTG (Ret.) Allen K. Ono, commander from June 1985 to June 1987, LTG (Ret.) Howard G. Crowell Jr.,

1981 to 1983; LTG (Ret.) Eugene P. Forrester, commander from July 1975 to June 1978; and LTG (Ret.) William B. Fulton, commander from March 1974 to July 1975. Several former deputy commanders and former command sergeants major were also present for the ceremony.

When the 113th Army Band played, "My Old Kentucky Home," it seemed the building was listening. A streamer from the Golden Knights flyover floated down, but there would be no jump it was announced, because of the low clouds.

"This is truly a special day for the US Army Recruiting Command," said MG Kenneth W. Simpson. "Today, we will take the final step in what has been a long journey from Fort Sheridan, Ill., to Fort Knox, Ky. All of us in Recruiting Command are pleased to call Fort Knox home," added Simpson.

Since the move from Fort Sheridan three years ago, USAREC headquarters has been located in

temporary buildings at Fort Knox. During that time, two 1930s era red brick buildings were joined by a modern light-filled atrium where flags of the 50 states hang. Next to the flags hangs an oil portrait of GEN Maxwell R. Thurman, painted by Kentucky artist Maria Simmons.

"The systems he put in place ensured Army recruiting gained and maintained a competitive edge. The legacy of his work remains to this day," said Simpson. Thurman was commander of USAREC from November 1979 until July 1981.

"He solved the problems of recruiting an all-volunteer force that has become the very best force, and he made the Recruiting Command what it continues to be, a center of excellence," said Sara Lister, Assistant Secretary of the Army for Manpower and Reserve Affairs. Lister was the keynote speaker for the dedication ceremony.

"General Thurman believed in thinking outside the box," said Lister. "General Thurman would be the first one to tell you that change is inevitable. He would tell you that we need to think imaginatively and creatively in order to do the best for the Army of today and tomorrow."

Lister remarked that Thurman was famous for operations research. "He believed in analysis — obtaining all the information that is available in order to make the best decisions possible." She said, "That is partly how he made the all-volunteer force the success it is today."

While Vice Chief of Staff of the Army in 1990, Thurman wrote in his paper, *Sustaining the All-Volunteer Force*, "It is our belief that the Army inculcates in its soldiers a sense of purpose, loyalty, discipline, dedication, and work ethic — for these are our values. Principled young men and women, carrying Army values and ethics back to their civilian pursuits, have made and will con-

tinue to make a strong America."

As well as Vice Chief of Staff, US Army, Washington, D.C., Thurman was Commanding General, US Army Training and Doctrine Command, Fort Monroe, Va.; and Commander-in-Chief, US Southern Command, Quarry Heights, Panama. He retired in December 1990, and lives in Annandale, Va.

Due to Thurman's hospitalization at Walter Reed Army Medical Center, LTG Theodore G. Stroup, Jr., Deputy Chief of Staff for Personnel,

and personal friend of General Thurman, spoke to the soldiers and civilian employees of the Recruiting Command.

"Max Thurman touched each of you in the past," he said. On behalf of Thurman, Stroup presented the original penned score of the famous advertising theme song, "Be All You Can Be." Thurman was commanding general of USAREC at the time the "Be All You Can Be" slogan was adopted by the Army. This gift from General Thurman will be hung in the new building and kept as part of recruiting's history.

Headquarters, US Army Recruiting Command, welcomes all military and civilian employees to visit recruiting's new home. Its three floors of Army green carpet with an occasional gray carpet square run for nearly a quarter mile. The zone-controlled, direct digital heating, cooling, and ventilation guarantees inside comfort year round. The walls are covered in a quiet gray, and each of the more than 600 offices and work stations has a local area network that connects throughout the command and provides access to modems, Email and various software.

Come and visit. You will always be at home in the General Maxwell R. Thurman Center for Recruiting Excellence. ☺



Reserve nurse recruiter of the year, SFC Earl P. Elmore; (left) guidance counselor, SSG Jerry M. Zambounis; (center) and soldier of the year, SFC Martin R. Wells, (right) had a chance to meet and talk with Sara Lister, Assistant Secretary of the Army for Manpower and Reserve Affairs and keynote speaker at the dedication ceremony. (Photos by Greg Calidonna)



Former leaders brainstorm a new USAREC

by Kathleen Welker, RJ editor

For the second year, former leaders of the US Army Recruiting Command have been invited to USAREC headquarters at Fort Knox to get an

update on the command and to brainstorm potential improvements. This year, the conference was highlighted by dedicating the new headquarters building as the General Maxwell R. Thurman Center for Recruiting Excellence (*see related story on page 7*).

While General Thurman, former USAREC commander from 1979 to 1981, was unable to attend the conference due to illness, several former commanders, deputy commanders, and command sergeants major participated. This year's attendees included:

- LTG (Retired) Thomas P. Carney, USAREC commanding general, 1987 - 1989
- LTG (Retired) Allen K. Ono, USAREC commanding general, 1985 - 1987
- LTG (Retired) Howard G. Crowell Jr., USAREC commanding general, 1981 - 1983
- LTG (Retired) Eugene P. Forrester, USAREC commanding general, 1975 - 1978
- LTG (Retired) William B. Fulton, USAREC commanding general, 1974 - 1975
- MG (Retired) Bobby B. Porter, USAREC deputy commanding general, 1979 - 1981
- BG Robert W. "Rip" Roper, USAREC deputy commanding general, 1992-1995
- BG (Retired) Terence M. Henry, USAREC deputy commanding general, 1989 - 1991
- BG (Retired) Rodney D. Wolfe, USAREC deputy commanding general, 1985-1986
- SMA (Retired) Glen E. Morrell, USAREC command sergeant major, 1981 - 1982
- CSM (Retired) Geoffrey S. Smith, USAREC command sergeant major, 1982 - 1983
- CSM (Retired) Robert E. Hill, USAREC command sergeant major, 1980 - 1981
- CSM (Retired) Harris L. Parker, USAREC command sergeant major, 1975 - 1979
- CSM (Retired) James L. Ridgeway, USAREC command sergeant major, 1970 - 1973
- CSM (Retired) Walter J. Sullivan, USAREC command sergeant major, 1968 - 1970

The former leaders attended an informal social at the CG's home on the evening of Sep. 11; there, they had the opportunity to meet and converse with current USAREC leaders and staff. The next day the briefings began in earnest.

Current USAREC commanding general, MG Kenneth W. Simpson, opened the conference with an official welcome to those he considered the "living recruiting history."

"I regard this conference as a very important gathering," the CG said. "What you have to offer is important to USAREC. The Army has changed, society has changed; fundamentally, the way we do business has



Retired CSM Sullivan donated a vintage photo of himself as a recruiter in 1957 in the Times Square (New York City) Recruiting Center. (US Army photo)

changed. I don't want to reinvent wheels, but we must change to improve our business practices for success into the 21st century."

USAREC Chief of Staff, COL Stewart K. McGregor, began the briefings with a reiteration of USAREC's mission: "Recruit with integrity high quality men and women to meet the accession requirements of America's Army." This statement sets out in black and white the same mission that the former leaders pursued during their tenure at headquarters. What has changed, the commanding general interjected, is that USAREC's mission does not apply to just enlistments anymore, as the command takes on more officer accession missions, including nurse, warrant officer flight training candidates, technical warrant officers, special operations, referrals for the United States Military Academy Preparatory School, and the newest mission: to recruit AMEDD officers.

USAREC's organization has changed, and more than once, since most of the former leaders worked at headquarters. A brief rundown of the downsizing and BRAC actions taken in the early 1990s was followed by a description of today's organization: the addition of an AMEDD detachment in each of five brigades, the Recruiting and Retention School's move to Fort Jackson, and the redesignation and relocation of the Recruiting Support Battalion to Fort Knox.

The real news to the former leaders was the introduction in FY 95 of the Success 2000 concepts. All heads nodded as the Chief of Staff described an organization (USAREC) that was a success year after year, and yet up

to 80 percent of the subordinate units were unsuccessful. As MG Simpson described it, "We had to find some other way to define success."

The first test year showed that USAREC as an organization was once again successful and that the number of successful subordinate units continues to increase. In FY 95, virtually every mission has been met or exceeded (*see related story on the State of the Command, page 13*).

Describing Success 2000 to the former leaders, McGregor said the concept has changed the way leaders measure success within the command. "Now we judge a leader [station, company, battalion, or brigade commander] by how effectively he or she brings that unit to success. The number of successful stations is now the key measure of performance." The Chief of Staff described the increasing effectiveness of Success 2000 and said that continuation of this trend is expected.

Under Success 2000, McGregor pointed out, when NCOs set and enforce the standards, several key goals are met: First, NCO leaders set standards that accomplish the mission, while ensuring a disciplined, focused work ethic; and second, NCO leaders are in the best position to assess weaknesses and to train to standards that will accomplish the mission. Additionally, schoolhouse training, new recruiter training, sustainment training, and professional development have been reviewed and changed to support our changing environment.

Another benefit of Success 2000 is that the number of allegations of recruiter impropriety has dropped from 1,058 to 710 in just two years, with substantiated claims

The first year of the fully implemented Success 2000 concept shows we're on target.

down more than 45 percent. Recruiter reliefs have dropped in the same time by over 50 percent.

Thus, the first year of the fully implemented Success 2000 concept shows we're on target. USAREC has met the mission and maintained an energetic, ethical field force. And everyone is successful, because under Success 2000, station success *is* USAREC success.

The former leaders were also given a look into the future with briefings on recruiting missions, market analysis, advertising strategies, personnel issues, information systems, and logistics. New for most of the former leaders was the emphasis USAREC now places on family sup-

Former Leaders Conference **CSM-Generated Brainstorming Topics**

- Assign only SSG and above to USAREC
- Plan and train for supervision requirements changing as a result of JRISS
- Formal training of the JRISS
- Improve perception of assignment to USAREC within the mainstream Army

port, with continuing increases of funding and staffing to take care of our soldiers and their families. Current measures include family services coordinators at brigade and battalion, unit ministry teams at brigade, family support groups, and a commandwide family advocacy program.

BG David H. Ohle, deputy commandant of the Command and General Staff College, was a guest speaker on Force XXI initiatives. As Ohle described the mission: The US Army designs the 21st century force (Force XXI) beginning now to achieve related fielding and support decisions by the year 2000 in order to fully field the total Army force that is capable of meeting our nation's 21st century challenges.

Ohle described the vision of the 21st century as a digital



As part of their tour of the new headquarters facility, the former leaders got a sneak preview of the Thurman dedication plaque. (Photos by Greg Calidonna)

Former Leaders Conference

Ideas from Brainstorming Sessions

- Keep importance of the "Army tradition" during and after reengineering
- Form groups of retired military leaders to talk to civic leaders and communities about the military
- Keep USAREC in the "center" of the Army, where soldiers serve and return to the mainstream Army and share their rewarding experience with other soldiers
- Improve the public image of the Army through positive communication
- Civilian recruiters are one of the most productive groups we have
- Pride is a motivator, as are belief in self and belief in the Army
- Maximize volunteers for recruiting duty
- Recruit quality, proven NCOs for recruiting duty
- Leaders need to trust their recruiters (JRISS will help)
- Continually lead, train, and motivate the sales force

battlefield, where information means survival. As a consequence of this vision, the Army has adopted training through simulations to train soldiers in better ways of collecting and analyzing data. Operation "Joint Venture" has already begun to reengineer the fighting (TO&E) Army for new missions; meanwhile, the institutional (TDA) Army has started to reengineer its major command (MACOM) headquarters to make them smaller and more efficient.

COL Jerry Henderson reported on the Joint Recruiting Information Support System. The joint JRISS cell now at USAREC headquarters includes personnel from all services. This group is working toward development of a joint information system (the "recruiter workstation") for all military recruiters.

The keynote speaker for the conference banquet was LTG Theodore Stroup, the Army's deputy chief of staff for personnel. He reiterated the first imperative: "Quality soldiers are the essence of the Army."

As did previous speakers, Stroup mentioned how much the Army has changed since World War II. But Stroup's main theme was how radically the world has changed since Nov. 9, 1989, when the Berlin Wall came down.

"We have changed our rotation due to geo-politics. When the Soviet Union sat on the back steps of Europe, we had to be there. But now, we perform contingency missions in places like Haiti and Rwanda," Stroup remarked.

In conclusion, for continuing to provide the Army's strength during two decades of change, Stroup praised USAREC.

"We are successful in today's Army," he said to the former leaders, "because of your vision and efforts" — fitting words with which to close this meeting of the minds. 🌐



MG Simpson presented a memento to LTG Stroup for his contribution to the Former Leaders Conference, while LTG (Ret.) Carney looked on.

The State of the Command



Main entrance to the GEN Maxwell R. Thurman Center for Recruiting Excellence

*by MG Kenneth W. Simpson
USAREC Commanding General*

I have mentioned to you on several occasions that I considered last year, Fiscal Year 1995, to be a year of transition. By “transition” I mean we worked through a growing mission, adopted new business practices, started the modernization of our systems, especially in automation, worked toward a better definition of the soldier we want to recruit for the Army in the 21st century, and opened our new headquarters, which is a high-tech facility that postures us to move into the next century.

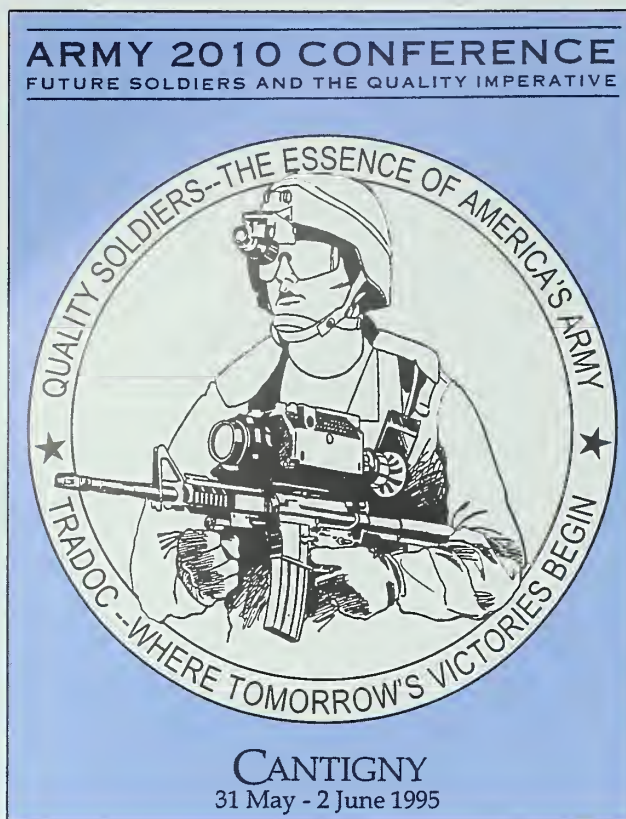
We had a challenging year, and I don’t say that lightly. We knew it was going to be a tough year, as we positioned ourselves to take on the higher missions we knew were coming. We really started talking about FY 95 much earlier than October. At the time, we thought our missions would be higher than FY 94’s, and we had to use FY 95 to prepare for the significant increases of FY 96 and FY 97.

We knew last summer, at the closing of FY 94, that FY 95 would be the year we instituted the changes we call Success 2000. We knew we would open the project management office for the Joint Recruiting Information Sup-

We had a challenging year, and I don’t say that lightly.

port System to develop the hardware, software, and on-line connections you will need in your mobile recruiter workstation — a project which has significant attention at the DoD level, I might add. We knew we could occupy the new headquarters facility, our second major disruption in three years, but necessitated by Base Realignment and Closure. We also knew we were going to pick up the mission for AMEDD officer recruiting, so we had to use FY 95 resources to prepare for that operation to be relocated to USAREC in FY 95, but up and running on Day One of FY 96.

And we knew we would hold the Army 2010 Conference, to define what the 21st century soldier should be. We in recruiting must get a handle on the 21st century soldier, because that soldier will be a 21st century prospect, applicant, and recruit before he or she will ever be a member of the 21st century Army. Force XXI is address-



ing the full scope of Army issues, so we knew we would also have to look at reengineering who we are and what we do, to be a full player in the Army's Force XXI initiative.

So we were staring at all of that last October; some missions started immediately, and others were on the horizon, but we knew that sometime during the year we would have to confront those challenges. We knew we had to accomplish all of these things, and I am proud to say we did them exceptionally well.

The first thing we did in FY 95 was to implement Success 2000, which was our first fundamental change in the missioning process in 15 years. Success 2000 required training and it required changes in the ways leaders view themselves in the mission process. After looking at Success 2000 for a long time, I postulated what I call the five tenets that underpin the program:

- Mission and troops
- Empower station commanders
- Commanders command
- NCOs set and enforce standards
- Recruit with integrity

The individuals who adapted first and best to Success 2000 were the NCOs, particularly the new ones. They understood and practiced the principles of teamwork that they learned in professional development courses or that they practiced in their last assignments. Those who found

the changes of Success 2000 most difficult were those who had gone too long without having full authority and accountability for their responsibilities. Quite frankly, there were people in this command who had forgotten what commanders do and what NCOs do; their relative roles had become blurred.

Success 2000 reestablishes the roles of the staff, the commanders, and the NCOs. My assessment is that it was well received. We had a gang-busters start. Since January, we have experienced a steady increase in the number of successful recruiting stations, with the number of successful recruiting stations for this year far exceeding the number from previous years. And that really was the point of this, wasn't it?

The program remains very popular across the command. I have found new commanders at company and battalion embrace it immediately, and I think the acceptance of Success 2000 across the command bodes well for what lies ahead of us in FY 96.

If we start off FY 96 with the same level of effort we displayed as we finished FY 95, I predict we'll do great in 96. With a new mission in FY 96, we are well positioned for success — we have been resourced in terms of recruiters and we have the advertising budget we need to get the job done. As a matter of fact, we began writing FY 96 contracts in June with those resources in place.

On another topic, we opened the JRISS project management office this past year. We have representatives from all the services here, all working toward the procurement of hardware and the development of software to gear up for a prototype test in early FY 96. The whole concept of JRISS is now fully supported by the Department of Defense, and it is truly a joint effort.

Our cosponsoring of the Army 2010 Conference was a step forward in trying to understand what the requirements of the 21st century will be, and how to meet those requirements. In addition to the enduring soldierly qualities we have always looked and trained for (initiative, courage, aggressiveness, ability to improvise, intelligence, warrior spirit), we will also search for new attributes: ability to assimilate large amounts of information, capable of multiple perspectives (cultural diversity issues), situational awareness, and computer literacy. As you can tell, these attributes are what today's children are learning in the "Information Age." Our challenge will be to locate, identify, and recruit those individuals in the future.

Our reengineering concept has been briefed to the senior Army leadership, who require nothing less of us than a complete reexamination of our core functions. Reengineering *does* mean reorganization, or do more with less. It means examining what we have done for years and redesigning what we do to support those functions. In the

Providing the Strength in FY 95

Regular Army Mission

<u>Category</u>	<u>Goal</u>	<u>Achieved</u>	
Total Accessions	63,000	63,701	✓
HSDG/I-III/IV	95/67/2	96/69/2	✓
Females	18%	18%	✓
11X/13B/19K	25.5%	27.5%	✓

Reserve Mission

<u>Category</u>	<u>Goal</u>	<u>Achieved</u>	
Total Accessions	40,000	40,000	✓
HSDG/I-III/IV	95/67/2	95/75/2	✓

Nurse Mission

<u>Category</u>	<u>Goal</u>	<u>Achieved</u>	
Active Nurse	175	175	✓
Reserve Nurse	800	885	✓
Active LPN (91CC)	170	222	✓
Active Resp Th (91VC)	27	27	✓
Reserve 91CC	200	234	✓

Special Missions

<u>Category</u>	<u>Goal</u>	<u>Achieved</u>	
Warrant Officer Flt	397	404	✓
Tech Warrant Officer	742	742	✓
OCS	50	56	✓
SF Officer	286	296	✓
SF Enlisted	752	768	✓
160th SOAR	200	203	✓
Band	250	155	✗

coming year or two, we will see some actual reengineered changes come to pass in our organizational systems, such as automation, logistics, and personnel. This will happen, not because we need to reduce personnel (we are actually in a modest growth period), but because the changing world will make us change with it or fail. The reality is that something as profound a change as JRISS represents will force change upon us. I think it's better to anticipate what those changes might be, and it's better to change our business practices and our systems, to be proactive, than to be caught unaware and behind the times.

At your upcoming Annual Training Conferences, you will see the command briefing, all the numbers that total up last year's mission. But the numbers only show what we did, not how we did it; so there is also a videotaped message from me with comments about recruiting made by the new Army Chief of Staff, GEN Dennis Reimer and the Sergeant Major of the Army, Gene McKinney. Both of them speak very highly of USAREC personnel and both pledge their support to our continued efforts.

GEN Reimer said, "Without you, we would not have the Army we have today. . . . I know you haven't had the opportunity to see the quality of your work in the field as much as I have, but I can assure you it's top quality, and we need you to keep it up."

SMA McKinney reflected on the scope of your efforts. "As a sergeant first class in charge of a station, you have maybe only five soldiers that you're in charge of, but you've got a whole nation of people out there you've got to recruit from and maintain a viable force. And that's tough. . . . It takes special people."

I have just completed two years as your commanding general, and I know for a fact that it takes special people to accomplish USAREC's mission. We were successful in Fiscal Year 1995, successful in ways we could not have anticipated even a few years ago. We had a number of difficult missions to accomplish this past year, and you nailed every one. I am especially proud that you achieved so much in our year of transition. My heartfelt thanks go to your families for their support and their sacrifices. You know I have held quite a few assignments before coming to USAREC; I've seen some mighty fine soldiers. I say with all sincerity, USAREC has the best. 🌟

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

A recruiter writes:

I would like to question and even comment on our current RPI system. Where do the cover designs come from? Are there former recruiters who assist or advise on the publications?

I am currently assigned as a detailed recruiter. The area I prospect is predominantly African American and Hispanic. I am constantly confronted with the objection, "The Army is not a place for a black man." I handle the objection well and when it's time to leave I feel I have told the story of the Army.

The RPI is supposed to be my aid; however, only one out of eight RPIs is directed to the African American community, and two out of nine to the Hispanic community. In my station we have two stand up soldier figures that were distributed through the publications system. Could not one of these figures be of Hispanic or African American descent? Are there a variety of different stand up figures and RPIs to support ethnic diversity?

Please give this comment some serious thought of future publications and advertisements. I would greatly appreciate any reply concerning this thought. Thank you.

Chief of Staff responds:

Our sales literature is designed by the Army's contract advertising agency, Young & Rubicam, Inc., and staffed through appropriate proponents, as well as the Recruiting Operations Directorate, where it is reviewed by NCOs who have had field recruiting experience. It is further staffed to the Deputy Chief Staff for Personnel's (DCSPER) Office of Marketing before it is approved for distribution.

Because most people who join the Army do so for similar reasons, RPIs are designed to appeal to a wide audience and every effort is made to ensure they are gender neutral and racially balanced. The African American and Hispanic RPIs you mentioned are designed specifically to address the concerns of the minority prospect and are to be used in concert with the other sales literature.

The soldier cutouts you mentioned are very popular and the need for a minority figure is currently being addressed. A cutout featuring an African American female soldier is now in production and scheduled for distribution in FY96. Thanks again for your concern.

A recruiter writes:

When it comes to training at the battalion level the Transitional Training and Evaluation (TT&E) recruiters go to training. Then later on the station commanders go to training. I think the bulk of the training should be going to the recruiters, that are off TT&E. We're the ones that should be getting this training.

Never in the 28 months that I've been in recruiting

have I received proper training and been given the tools. The interactive video is good but not enough for the detailed recruiters. I still haven't received the new 601-210. Trying to keep updated is hard; I thought we were better equipped than the other services.

Training was supposed to be better. I know we should be training each other, but the ultimate responsibility falls on the battalion. I've yet to see it happen. Hardly any recruiter trainers come by to check. I think training should happen at least once a quarter with approved TDY for all recruiters scheduled to attend the training and not just certain recruiters.

Chief of Staff responds:

Thank you for taking the time to share your observations on the training program within USAREC via "The Way I See It" program.

You are correct about the importance of training. Everyone in the command deserves the finest quality training possible. All soldiers selected must attend and successfully complete the Army Recruiting Course. Upon completion of this course recruiters are considered trained, needing only to practice the application of these newly learned skills in the areas they are assigned.

We owe all newly assigned recruiters continuous mentoring in addition to training under the New Recruiter Program (formerly known as the Transitional Training and Evaluation (TTE) Program). New recruiters will soon become our seasoned veterans (like yourself), the backbone of recruiting. Under the leadership and management of the station commander, first sergeant, master and senior trainers, new recruiters are able to get off on the right foot as soon as possible. Station commanders are the leaders and managers of the recruiting force. It is imperative that our station commanders are provided the opportunity to share ideas and be trained in leadership and management skills.

As your primary trainer, your station commander has the responsibility to continuously evaluate and assess your strengths and weaknesses and provide the appropriate training needed. Your station should be conducting weekly training to maintain your sales and soldier proficiency. You may want to refer to USAREC Regulation 350-4 which outlines formal training requirements. You also have the opportunity to receive training from your battalion master trainer. In addition to formal training, recruiters often times receive training that is informal or undocumented. This type of training occurs daily and is valuable to the future success of every recruiter.

If you are having trouble getting a publication, contact your battalion S1 section for assistance. Your clear thinking and initiative should serve you well in recruiting. Good luck and thanks again.

USAREC Accession Demographics

The following is the four-page Accession Demographics Report of information from 1990 through year-to-date (* includes accession plus DEP). This report is prepared monthly by Headquarters USAREC personnel in the Program Analysis and Evaluation Directorate and is published quarterly in the *Recruiter Journal*. The version published here was compiled on 4 Sep 95. If these numbers vary with figures provided by Recruiting Operations, note that RO includes flex week totals. For further information, contact Teresa Monroe at (502) 626-0352.

	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95*	FY 96*
Number of Accessions							
Total	89619	78241	77583	77563	67468	64907	25329
NPS	84354	74191	75895	70380	59664	59199	23290
PS	5265	4050	1688	7183	7804	5708	2039
PS (%)	5.9%	5.2%	2.2%	9.3%	11.6%	8.8%	8.1%
Gender Total							
Male(%)	85.3%	85.5%	83.7%	84.3%	82.5%	81.6%	78.3%
Female(%)	14.7%	14.5%	16.3%	15.7%	17.5%	18.4%	21.7%
Gender NPS							
Male(%)	85.1%	85.1%	83.5%	83.6%	81.6%	80.9%	77.7%
Female(%)	14.9%	14.9%	16.5%	16.4%	18.4%	19.1%	22.3%
Gender PS							
Male(%)	88.5%	91.5%	93.2%	91.1%	89.2%	88.8%	85.1%
Female(%)	11.5%	8.5%	6.8%	8.9%	10.8%	11.2%	14.9%
Race/Ethnic (Total)							
White	65.9%	70.6%	69.8%	69.7%	67.6%	66.0%	66.4%
Black	24.9%	20.2%	20.4%	20.3%	22.1%	22.5%	22.1%
Hispanic	6.1%	6.1%	6.6%	6.5%	6.8%	7.7%	7.1%
Other	3.1%	3.1%	3.2%	3.5%	3.5%	3.8%	4.4%
Race/Ethnic (NPS)							
White	65.8%	70.2%	69.6%	69.3%	67.2%	65.8%	66.1%
Black	25.0%	20.5%	20.6%	20.4%	22.1%	22.4%	22.0%
Hispanic	6.1%	6.1%	6.7%	6.7%	7.1%	7.8%	7.7%
Other	3.1%	3.2%	3.1%	3.6%	3.6%	4.0%	4.2%
Race/Ethnic (PS)							
White	68.7%	77.7%	80.3%	73.5%	70.2%	68.1%	70.3%
Black	23.6%	15.0%	12.6%	19.3%	22.2%	23.0%	22.9%
Hispanic	5.3%	4.8%	4.6%	4.9%	4.5%	6.1%	0.0%
Other	2.4%	2.5%	2.5%	2.3%	3.1%	2.8%	6.8%

	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95*	FY 96*
Education (Total) Current Tier System Used							
HS Diploma(%)	94.9%	97.5%	99.9%	94.4%	95.2%	95.8%	95.7%
Non-HS Diploma(%)	5.1%	2.5%	0.1%	5.6%	4.8%	4.2%	4.3%
Education (NPS)							
HS Diploma(%)	95.0%	97.6%	99.9%	94.5%	95.1%	95.7%	95.6%
Non-HS Diploma(%)	5.0%	2.4%	0.1%	5.5%	4.9%	4.3%	4.4%
Education (PS)							
HS Diploma(%)	93.6%	94.7%	97.0%	94.0%	95.6%	96.9%	97.8%
Non-HS Diploma(%)	6.4%	5.3%	3.0%	6.0%	4.4%	3.1%	2.2%
Test Score Category (Total)							
TSC I (%)	4.1%	4.6%	4.7%	4.6%	5.0%	4.8%	4.5%
TSC II (%)	33.6%	38.8%	39.7%	36.2%	36.3%	35.3%	34.7%
TSC IIIA(%)	29.4%	31.5%	33.5%	29.7%	29.7%	29.6%	29.0%
TSC I-IIIA(%)	67.1%	74.9%	77.9%	70.5%	71.0%	69.7%	68.2%
TSC IIIB(%)	31.0%	24.2%	21.7%	27.3%	27.3%	28.6%	29.9%
TSC IV(%)	1.9%	0.9%	0.4%	2.2%	1.7%	1.7%	1.9%
Test Score Category (NPS)							
TSC I (%)	4.0%	4.5%	4.6%	4.4%	4.7%	4.6%	4.3%
TSC II (%)	33.3%	38.3%	39.3%	35.6%	35.7%	35.0%	34.3%
TSC IIIA(%)	29.5%	31.5%	33.7%	29.9%	30.1%	29.9%	29.3%
TSC I-IIIA(%)	66.8%	74.3%	77.6%	69.9%	70.5%	69.5%	67.9%
TSC IIIB(%)	31.3%	24.8%	22.0%	27.7%	27.6%	28.8%	30.1%
TSC IV(%)	1.9%	0.9%	0.4%	2.4%	1.9%	1.7%	2.0%
Test Score Category (PS)							
TSC I (%)	5.6%	7.3%	9.6%	6.2%	7.0%	6.7%	7.2%
TSC II (%)	39.2%	47.9%	56.6%	42.1%	40.8%	39.1%	39.0%
TSC IIIA(%)	28.6%	31.5%	24.7%	27.8%	27.4%	26.9%	26.2%
TSC I-IIIA(%)	73.4%	86.7%	90.9%	76.1%	75.2%	72.7%	72.4%
TSC IIIB(%)	26.5%	13.3%	8.9%	23.8%	24.8%	27.0%	27.5%
TSC IV(%)	0.1%	0.0%	0.2%	0.1%	0.0%	0.3%	0.1%

	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95*	FY 96*
Marital Status (Total)							
Married(%)	14.3%	15.1%	14.4%	16.9%	17.1%	16.8%	7.2%
Single(%)	83.8%	82.4%	83.7%	80.1%	76.7%	80.7%	76.9%
Divorced(%)	1.4%	1.9%	1.2%	1.4%	1.5%	1.5%	0.7%
Other/Unkown(%)	0.5%	0.6%	0.7%	1.6%	4.7%	1.0%	15.2%
Marital Status (NPS)							
Married(%)	11.9%	13.3%	13.6%	13.4%	13.8%	13.3%	7.8%
Single(%)	86.5%	84.7%	84.7%	84.6%	82.8%	85.0%	83.6%
Divorced(%)	1.1%	1.6%	1.2%	1.1%	1.2%	1.1%	0.8%
Other/Unkown(%)	0.5%	0.4%	0.5%	0.9%	2.2%	0.6%	7.8%
Marital Status (PS)							
Married(%)	52.5%	47.0%	45.8%	51.2%	42.5%	53.3%	0.1%
Single(%)	38.2%	41.2%	40.5%	36.0%	30.5%	35.7%	0.2%
Divorced(%)	6.3%	6.9%	4.1%	4.2%	4.2%	5.3%	0.0%
Other/Unkown(%)	3.0%	4.9%	9.6%	8.6%	22.8%	5.7%	99.7%
Term of Enlistment (Active Duty) (Total)							
2 Years(%)	13.6%	16.1%	18.2%	5.1%	4.7%	4.1%	5.0%
3 Years(%)	19.0%	15.0%	28.6%	45.6%	46.6%	48.8%	43.6%
4 Years(%)	56.4%	47.7%	35.9%	38.1%	36.6%	37.1%	39.7%
5 Years(%)	6.7%	13.6%	10.4%	5.7%	5.6%	5.0%	6.8%
6 Years(%)	4.3%	7.6%	6.9%	5.5%	6.5%	4.8%	4.9%
Mean Years	3.7	3.8	3.6	3.6	3.623	3.575	3.631
Term of Enlistment (Active Duty) NPS							
2 Years(%)	14.4%	16.4%	18.6%	5.6%	5.4%	4.5%	5.4%
3 Years(%)	20.0%	14.9%	27.2%	41.9%	42.4%	46.0%	40.0%
4 Years(%)	54.6%	47.0%	36.5%	40.5%	39.2%	39.0%	42.0%
5 Years(%)	6.7%	13.9%	10.6%	6.0%	6.0%	5.3%	7.3%
6 Years(%)	4.3%	7.8%	7.1%	6.0%	6.8%	5.2%	5.3%
Mean Years	3.7	3.8	3.6	3.6	3.665	3.605	3.670
Term of Enlistment (Active Duty) PS							
2 Years(%)	0.2%	10.5%	0.0%	0.0%	0.0%	0.3%	0.1%
3 Years(%)	2.9%	15.9%	92.1%	81.6%	78.3%	78.5%	84.8%
4 Years(%)	86.6%	59.4%	6.8%	14.6%	16.3%	17.7%	12.7%
5 Years(%)	7.2%	7.9%	0.8%	2.3%	2.2%	1.7%	1.3%
6 Years(%)	3.1%	6.3%	0.3%	1.5%	3.0%	1.5%	1.1%
Mean Years	4.1	3.8	3.1	3.2	3.298	3.257	3.183

	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95*	FY 96*
Age (Mean) on Day of Contract							
Total	20.3	20.7	20.3	20.7	20.98	20.786	20.489
NPS	19.7	20.4	20.2	20.3	20.408	20.302	20.012
PS	25.8	25.9	24.9	24.9	25.329	25.807	25.937
Time in Delayed Entry Program (Mean Months)							
Total	3.9	3.5	3.9	3	3.282	3.865	5.966
NPS	4.1	3.7	4	3.2	3.517	4.044	5.982
PS	1.8	1.1	2.2	1.3	1.482	2.001	5.784
Years of Education (Mean) On Day of Contract							
Total	12.1	12.2	12.2	12.2	12.209	12.160	11.829
NPS	12.1	12.2	12.2	12.2	12.207	12.151	11.797
PS	12.2	12.3	12.3	12.2	12.23	12.252	12.197
Armed Forces Qualification Test (Mean)							
Total	58.9	61.7	62.5	60.3	60.579	60.153	59.597
NPS	58.7	61.4	62.3	59.9	60.168	59.879	59.28
PS	62.4	67.5	70.6	63.7	63.719	63.000	63.219
Number of Dependents (Mean)							
Total	0.23	0.28	0.26	0.32	0.321	0.321	0.136
NPS	0.21	0.24	0.24	0.24	0.247	0.244	0.148
PS	1.1	1	0.9	1.02	0.885	1.117	0.002

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

Fold here second and secure with tape

DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
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Fold here first

New ACAP procedures implementation

by Kathleen Welker, RJ editor

A new partnership between the Army Career and Alumni Program (ACAP) and the United States Army Recruiting Command has been initiated. Designed to increase recruiting station traffic, enhance the basic recruiting offer, and help transitioning soldiers expand their job search network, this partnership is being implemented in two phases.

The first phase began in August and is called the "Hometown Job Connection." As announced in the March *Recruiter Journal* (News Briefs, page 3), recruiting stations will receive resumes from soldiers in transition 60 to 90 days before the soldier returns home. Recruiters can use those resumes as part of their presentation to prospects, parents, and key influencers; they can also be used in sales interviews as third-party endorsements of the advantages an Army enlistment brings. Using these resumes can add to your credibility and improve the image of Army enlistments; they are solid proof that an Army enlistment prepares a young American to enter the work force.

The soldier in transition will be encouraged to contact his or her hometown recruiter, to use the recruiter in networking efforts. When the veteran returns home and stops by the station, talk to him about the local job market, housing, or schools. Answer any questions he may have.

While assisting that returning veteran, you will develop an important center of influence in the community. The veteran may introduce you to other influencers in a like market, to a high school coach, or a former teacher. You could even ask the veteran to speak at a DEP function or at a community activity about his or her first-hand experiences and training in the Army.

The second phase of the ACAP-USAREC partnership is the public and community service "Hot Leads" program, which will increase the recruiters' networking with local employers. Hot Leads allows the recruiter to offer employers in the community, free of charge, use of the ACAP worldwide database to post their job vacancies. In the course of a recruiter's routine, he or she must visit police departments, schools, hospitals and other organizations to obtain documents necessary to process applications. Hot Leads encourages recruiters to stop in at the personnel departments of these organizations, to see if they have vacant positions they are trying to fill.

By offering them a free service that lists those vacancies worldwide, a recruiter may offer a valuable placement service while helping the returning soldier or his family learn

about job opportunities in his or her hometown. Although this partnership focuses primarily on those community and public service employers that a recruiter routinely visits, any employer is eligible to become a member of this program. This phase of the program will expand a recruiter's network in the civilian community and will assist returning soldiers in their efforts to find job openings in their hometowns.

Additionally, recruiters are encouraged to maintain contact with the local Reserve units in their areas and to keep abreast of TPU vacancies. The resumes provided to the recruiting station by ACAP can be married up with those vacancies. Returning soldiers should be made aware of these vacancies and encouraged to join local Reserve units. Used in this manner, the partnership gives a recruiter a powerful tool to help fulfill the Reserve recruiting mission.

Both phases represent an enhancement to the recruiting process. Encouraging recruiters to expand their networks, developing returning soldiers as COIs, and taking care of soldiers on the other end of the recruiting process will give our recruiters a significant competitive advantage in the marketplace.

Training on the program has already begun. Two master trainers from each brigade and battalion receive a four-hour course of instruction and all the necessary materials. Master trainers will then train 100 percent of their battalions within 45 days following their initial training by ACAP. Two refresher training sessions will be held in each battalion as well, after 90 days and then six months later. All necessary materials will be provided during the training sessions and are reproducible at the user level.

This new partnership initiative will be included in the core curriculum at the Recruiting and Retention School, too. A program of instruction is being developed to explain what ACAP is and how the ACAP-USAREC partnership program works.

ACAP has installed two toll-free telephone lines to support this program, each with a separate purpose:

- To be used by employers and recruiters to fax Hot Leads to the processing center for entry into the worldwide database: 1-800-709-ARMY.
- To be used by commanders, master trainers, and recruiters to obtain information or clarification about the program: 1-800-706-ARMY.

This new partnership has won endorsement from USAREC commanding general, MG Kenneth W. Simpson, as a program that has tremendous potential to increase a recruiter's networking within the community.

"We are offering America's most valuable resource, the young men and women of this nation, the opportunity to learn a valuable skill while in the Army, and then assisting them in finding a job in their hometown where these skills can benefit the communities in which they live," Simpson said. "Your support for this program will reap long-term benefits to the Recruiting Command and the Army community at large.

"It truly represents a win/win situation which will ultimately build a stronger Army and a better nation as a whole."



Recruiting FORCE XXI Update

by MAJ Steven Sayer, USAREC Force XXI

In the August issue of the *Recruiter Journal* we told you that the Army was conducting functional area assessments (FAA) of its USC Title 10 responsibilities and our role in those efforts. Also, remember the three axes of the Army Campaign Plan: Joint Venture (TOE Army), Institutional Army (TDA) and Digitization. Since that article was written, the USAREC Force XXI office has been actively involved in the Personnel Service Support (PSS) FAAs on the Institutional Army's axis. I would like to share with you what has gone on since August.

You will recall that the LTG Theodore Stroup, deputy chief of staff for personnel (DCSPER), has two Title 10 functions he is responsible for: Personnel Management and Recruit. In his guidance to the FAA teams, MG Thomas Sikora, director of Military Personnel Management (DMPM), uses TRADOC Pam 525-5 as a basis for discussion. He raises some interesting questions.

One of the characteristics of Force XXI, as outlined in TRADOC Pam 525-5, is doctrinal flexibility. PSS doctrine must be highly adaptable across the spectrum of war and in operations other than war (OOTW). It envisions an Army in which there is decentralized decision making in a broader array of circumstances than have characterized Army operations in the past. The personnel recruited to man this kind of a force must have the capacity to succeed if we are to win. How should we determine who are the best people to recruit in a demographically diminishing manpower pool? What skills are we looking for? What physical fitness criteria should we have to support such a force? Is accession-level psychological testing for officers and enlisted personnel appropriate and adequate? Is there a psychological rejection criterion for all categories of personnel regardless of entry level grade or component?

The questions are clearly linked to your business as a recruiter. Are we going to have to change the standards, making it tougher to join the Army? You are probably thinking your job is hard enough without making it tougher to get an applicant through the screening process. You would be absolutely right if we changed nothing but the standards. However, reengineering is about changing the way we do business to meet the personnel needs of the Army, whatever they might be.

As MG Sikora also states, our mission is to "determine our current processes, assess the PSS needs of the institutional and operational components of Force XXI, and determine what processes will adequately support that force." To aid us in our efforts, we are using the DCSPER's Life Cycle Model core processes as our start point. Those processes are: acquire, train, distribute, sustain, separate and structure. Acquire is defined as: Those sequential activities beginning with the establishment of recruiting criteria and goals and culminating in the acquisition of adequate numbers of qualified personnel to meet the accession needs of all branches and components of the Army, both civilian and military. It includes the establishment of a recruiting force and methodology adequate to meet the Army's needs. Notice that the definition does not

***Are we going to have
to change the standards,
making it tougher to join
the Army?***

specify enlisted or officer. In our FAA, we are looking at recruiting to fill the Department of the Army's total personnel requirements.

When the Personnel Management sub-FAA teams began work, it soon became apparent that it would be redundant for two groups to look at the acquire/recruit process. A decision was made to consolidate the Personnel Management and Recruit Sub-FAAs into one effort. The plan is now to review the acquire process for enlisted, officer, and civilian personnel; to determine the sub-processes; and then overlay these efforts to identify commonalities. We will then look at which processes make sense, which need reengineering priority of focus, and which are possible alternative organizational structures to support these processes.

The Army must access officer, enlisted, and civilian personnel, and they all come from one pool of people: the American public. What's the most efficient, effective way to do this? Many reorganization scenarios are still possible. We will work on form once we know function. ☺

Peace should begin at home

— Preventing domestic violence

*by Dwayne Ferguson
USAREC FAP Manager*



We are all aware that domestic violence exists and that it is not restricted to poor performers. We also know that it is unacceptable in USAREC and that a combination of administrative, rehabilitative, and proactive treatment programs are required to change behavior.

Peace should begin at home. A steady diet of traumatic negative family relationships and escalating emotional and physical violence adversely influences our attitudes and cools our love, respect, and trust for each other.

What treatment programs are available to help us stop the silence and break the vicious cycle of abuse and replace it with a warm, caring, supportive, and nurturing environment?

The following are examples of prevention service programs that are available to support and assist USAREC families at many military bases and installations. The only way to stop spouse abuse is to get help. Spouse abuse is a learned behavior that can be changed by education and counseling.

1. Active parenting classes or parenting support groups: The goal of these programs is to reduce conflict in families and strengthen relationships.

2. Domestic Conflict Containment Program: The primary goal of this program is to eliminate violence in the home. Classes focus on identifying triggers, self-angering thoughts, and negative behavior and attitude.

This program offers skills for anger management and containing conflict by using active group participation, homework assignments, and practice exercises to accomplish its primary goal.

3. Violence Management Program: This program is offered for men who have demonstrated difficulty with anger management, communication, education about sex role attitudes, power and control in relationships, and self-esteem issues. The program is effective in helping abusers realize that they can control their abusive behavior and learn to live without violence.

4. Family Wellness Program: This program was created to teach and support healthy family life. It coaches families to develop the skills they need to prevent problems. This program offers exercises for skills practice for all family members.

5. Conflict Resolution Group: This is a closed class for couples or individuals. The group focuses on the cycle of violence, triggers, communication skills, stress management, and anger control techniques. This group encourages personal awareness and responsibility for stress and anger control.

Each day we paint our own world. Let's paint ourselves a beautiful, healthy, safe, and fun world each day of our lives.

Contact Dwayne Ferguson, HQ USAREC FAP Manager at (502) 626-0239, or your brigade or battalion family services coordinator for information on programs available in your area. 🌍



Heather Wright, 17, a senior at Airport High School, West Columbia, S.C., learns a little about what goes on in a battalion S-1 shop from SFC Michael G. Dearybury, senior personnel sergeant. Several local high school students participated in the Shadowing Program recently at Columbia Battalion.

Shadowing Program is a big success in Columbia Battalion

Story and photo by Russell Fitzgerald, Columbia Battalion A&PA

■ Some people in Columbia Battalion had an extra shadow recently. What do you do with two shadows? In this case, the extra shadows were high school

students spending the day with battalion personnel to learn more about the business world.

The battalion participated with two local school districts implementing the Shadowing Program as part of the School-to-Work Transition Program for 11th and 12th grade students.

Shadowing provides an opportunity for students to see firsthand various jobs being performed in a business or industry setting.

Columbia Battalion has a written cooperative agreement with two surrounding school

districts to provide shadowing experiences on an individual basis. Students are assigned to shadow a designated worker in each section of the battalion headquarters. Civilian and military personnel participate in the program. The student observes job tasks and performance for a portion of the day, usually from 8:30 a.m. until 2:00 p.m. with an hour for lunch.

The student learns about the job requirements of the employee and is provided an overview of the section and the skills required to be successful on the job.

The Shadowing Program helps provide opportunities for students to develop academic and career interests. Through site visits and shadowing experiences students are able to explore technical careers they may be interested in pursuing.

The purpose of the shadowing experience is to give students realistic and practical information about occupations. Participating students are able to see the relevance between school subjects and necessary job skills. The shadowing experience encourages students to stay in school, plan for their futures, and it prepares them to make better decisions about further education.

"The program has been a wonderful experience for the students as well as the battalion staff," said LTC Walter D. Brown III, battalion commander.

The battalion plans to participate in the Shadowing Program during the current school year.

Recruiter finds top recruit through LEADS referral

Story and photo by Gil Hogue, Sacramento Battalion A&PA

■ USAR recruiter SFC Dustin Harrington-Collins of Woodland, Calif., credits a LEADS card with helping him to enlist a top-quality recruit for training at the prestigious Defense Language Institute in Monterey, Calif.

Harrington-Collins followed up a LEADS referral from a response to an Army advertisement by local Yuba College student Scott Turner. Turner, 20, of Woodland reported for basic training at Fort Leonard Wood, Mo., on August 15.

Following successful completion of basic, Turner will attend a 13-week preparatory course at Goodfellow Air Force Base, Texas, followed by a 47-week course of study in the Mandarin Chinese language at the Defense Language Institute, Monterey, Calif.

Turner's training will qualify him to serve as a signal security specialist with the 373rd Military Intelligence Battalion, an Army Reserve unit located in Sacramento, Calif.

"I'm very proud of Scott," said Harrington-Collins, Turner's recruiter. "He scored very well on the Defense Language Aptitude Battery, a difficult test.



SFC Dustin Harrington-Collins, left, and new recruit Scott Turner, go over brochures from the Defense Language Institute at the Woodland (Woodland, Calif.) Recruiting Station.

And he qualified for Montgomery GI Bill benefits, the Army Reserve's \$1,500 cash bonus and the \$20,000 student loan repayment program."

"I'm looking forward to getting started on my language training," said Turner, who will report to DLI in after basic training and the preparatory course.

Turner graduated from Davis High School in 1992. Formerly a student at Yuba College Woodland campus, he hopes to continue his education following his Army Reserve training.

"I'm interested in aviation," he said. "If the Army can help me out, that's great." He added that he is considering enrolling in the University of California, Davis, ROTC program to obtain an officer's commission.

The Defense Language Institute is one of the world's largest language training centers. Over 2,900 students

study 24 languages and dialects, in courses lasting from 25 to 63 weeks. Since World War II when it was founded, the Institute has graduated more than 155,000 military and federal government linguists.



SMA Gene C. McKinney got a close look at a working recruiting station when he visited Nashville's Antioch Recruiting Station. In the background, SGT Darrin R. Grlm. (Photo by Jean Hilderbrand, Nashville Battalion A&PA)

Coveted Army Superior Unit Award goes to Baltimore Recruiting Battalion

By Randi Fenneman,
Baltimore A&PA

■ The Army Superior Unit Award, the highest honor the Army can bestow on a unit in peacetime, was recently awarded to the Baltimore Recruiting Battalion in a ceremony conducted by the Commanding General of the US Army Recruiting Command, MG Kenneth W. Simpson, and held at the Harrisburg, Pa., Recruiting Battalion. The purpose of the

award is to recognize a unit's "outstanding meritorious performance, during peacetime, of a difficult and challenging mission." The Baltimore Battalion earned the award during the period October 1993 to September 30, 1994, having successfully competed against the other 40 recruiting battalions in the continental United States.

In order to meet the criteria for this award, "the unit must display outstanding devotion and superior performance of exceptionally difficult tasks as to set it apart and above other units with similar missions," according to Army Regulation 672-5-1 (1995 revised AR 600-8-22).

During the period of time cited in the award, the battalion planned and conducted recruiting and advertising operations in 501 high schools, 145 colleges and universities, 46 vocational schools, 28 nursing schools, and 157 Troop Program Units.

These extraordinary efforts resulted in the battalion's achieving singular excellence as the only battalion, out of 41 in the command, to accomplish combined mission box for fiscal year 1994. It produced 109 percent of its Regular Army mission and 121 percent of its Army Reserve mission.

On July 22, COL Patrick G. Snapp, 1st Recruiting Brigade commander, presented the Individual Superior Unit Emblem (ribbon) to 100 recruiters of the Baltimore Recruiting Battalion at a ceremony on Fort Meade, Md.

Former Secretary of the Army John O. Marsh established this award in 1985 to recognize outstanding units during peacetime, according to the Military Awards Branch. Prior to this time such an award did not exist for units, only for individuals.



MSG Michael A. Surret, Portland Recruiting Battalion received \$5,053 for his good idea, automation of ENTNAC tracking. MG Kenneth W. Simpson presented the award to Surret in a ceremony at the Portland Recruiting Battalion. His idea suggested that ENTNAC tracking be automated, making it easier to track renegotiated contracts and DEP losses. Surret developed the software to automate the tracking system which reduced the ENTNAC processing time 40 to 50 percent. The idea has been sent to the other services for their evaluation and may result in Surret receiving an additional monetary award. (Photo by Gary Stauffer)

Fire Safety at the Army recruiting station



by Mickey Gattis, USAREC Safety Office

One of the worst things that can happen to Army recruiters is a fire at their station. Recruiters may not think of the station as being a fire trap; yet fires can and do happen in this setting.

The key to fire prevention is learning how to recognize and avoid typical hazards. For your safety, it also helps to know what to do in case a fire actually breaks out.

Prevention Strategies

Follow these guidelines to keep your recruiting station safe from fire:

- Keep excess dust, chemical products (such as correction fluid and printer toner) and other things that might burn away from heat-producing equipment, such as copiers, coffee makers and hot plates.
- Turn off all electrical appliances at the end of the day.
- Use only grounded appliances plugged into grounded outlets.
- Avoid extension cords whenever possible, but when you have to use them, make sure they are adequate for the power of your equipment.
- Keep cords clear of areas where they can be tripped on or walked on, including under rugs.

- Avoid plugging one extension cord into another.
- Inspect and replace cracked, frayed or broken cords and avoid overloading extension cords or outlets.
- If electrical equipment malfunctions, gets unusually warm or gives off an odor, disconnect it and ask your station commander about contacting the person in charge of equipment maintenance.
- Smoke only in designated areas. Always use an ashtray, not a wastebasket, and empty the ashtray only when the contents are cold.
- Report improper uses of fire doors and shutters, expired fire extinguishers or leaking sprinkler systems to your station commander.

Regrettably, arson is the most common cause of office fires. Report suspicious-looking visitors or activities to security. Comply with the USAREC rules that restrict unauthorized people from entering the building.

Preparing for the Worst

Good fire prevention goes a long way toward erasing the risk of a fire in your station. But be prepared for the unexpected. Learn the location of the nearest fire extinguishers and how and when to use them. Participate in all fire drills. If your station doesn't have regular fire drills, talk to your station commander about starting a program. Ⓢ



Setting our SITES higher

by Marty Skulas, HQ USAREC
Soldier and Family Assistance Branch

Last year, a new program, Standard Installation Exchange Service or SITES, was introduced to USAREC. Soldiers or family members living away from installations could request information booklets from their family services coordinator and receive information in the mail about the services on or near the closest military installation.

USAREC families preparing for a PCS move could access information about schools, housing, real estate firms, cost of living, and climate before making the move. This saved the cost in time and gas of soldiers and families traveling back and forth to Army Community Service or Navy/Air Force family centers.

One drawback to the SITES program was that soldiers bound for Germany or Korea without a pinpoint assignment were not able to access general information about preparations they would need to initiate regardless of the ultimate duty location. In a dramatic improvement to the system, SITES will add generic information about these countries which will allow soldiers and families to prepare for their moves. Spotting an opportunity, USAREC jumped into the revision window and will be able to add our information to SITES during FY 96.

When that happens, soldiers and families coming to USAREC will be able to view the Welcome

to USAREC video at their ACS and then print a SITES booklet outlining the information currently contained in USAREC Pam 608-2, United States Army Recruiting Command Family Orientation Pamphlet.

Throughout 1996, development will continue on yet another technological jump in SITES development as SITES Version 2.0 will be distributed to Relocation Assistance Managers (RAMs) throughout the military. This version of SITES will require USAREC FSCs to upgrade their equipment by adding a 16-bit sound card and speakers to their computer to play the new SITES CDs which will feature both sound and animation.

The mailout version of SITES going to soldiers and families living away from battalion headquarters will gain both size and volume as the new SITES booklets will be full page with maps of the installation and area together with illustrations including quarters' floor plans. USAREC personnel and their families living near military installations will be able to view the new SITES CDs at ACS or at the base family service center.

SITES booklets packed full of information are now available from all brigade and battalion FSC offices and on all installation ACS or family service centers and are provided to military and their family members at no cost. For further information contact your FSC or call Soldier/Family Assistance Branch, 1 800-223-3735, ext. 6-0735.

Technical warrant officer (TWO) Recruiting

The Technical Warrant Officer Recruiting Program is currently under assessment for development of an operating regulation. The assessment will be conducted through five phases.

- Phase I—Preparation, 21 Aug - 4 Sep 95
- Phase II—Data Collection, 5 - 29 Sep 95
- Phase III—Evaluate Collected Data, 2 - 13 Oct 95
- Phase IV—Prepare Regulatory Guidance, 16 Oct - 24 Nov 95
- Phase V—Command and Staff Briefing, 27 Nov 95 - 3 Jan 96

The analysis of TWO Recruiting will include, as a minimum, TWO Recruiting production management tools, TWO Recruiting structure within USAREC, training programs that support TWO Recruiting, unit and vacancy distribution throughout USAREC, and processes used to establish zones and allocate resources.

The end result on 3 Jan 96 will be completion of a TWO regulation that provides systematic procedures that illuminate a clear path for TWO mission accomplishment.

PS eligibility discrepancies

When there is a conflict of eligibility between sources, a determination as to which source is correct must be made. Whether the discrepancy exists between two hard copy documents or between a hard copy document and an automated system has no bearing; a determination as to which source is correct must be made.

The correct procedure for IRR transfers when a discrepancy exists is to fax the DA Form 4187 and supporting documentation to the USAREC Liaison Team for el-

igibility determination. Once favorable eligibility is determined an Alpha Control Number is issued through the appropriate brigade. Upon receipt of the Alpha Control Number, the recruiting battalion can transfer the soldier into a TPU IAW UR 140-3.

Immediate reenlistment/extensions with concurrent assignment to a TPU

Individual Ready Reserve (IRR) soldiers within six months of the expiration of their reserve obligation (EXRRD) must reenlist or extend their current enlistment prior to assignment to a TPU. If a soldier's EXRRD is within six months, the Automated Orders System (AORS) at the Army Personnel Center (ARPERCEN) will not publish the order.

Reenlistment eligibility for all IRR soldiers must be verified IAW AR 140-111, para 7-4 prior to the execution of a reenlistment contract (DD Fm 4) or the extension of a current contract (DA Fm 4836).

Enlisted Services Division (ESD) at ARPERCEN is the only verification activity. Recruiting battalion operations calls ESD at ARPERCEN, who verifies the soldier's eligibility to reenlist. The reenlistment analyst checks MOS qualification, physical qualification and date of last physical, citizenship, character of service, flagging actions, and age (ability to attain 20 creditable years for retirement by age 60). If the soldier meets all eligibility criteria, the analyst issues a reenlistment control number and required information to be entered on the reenlistment

contract (DD Fm 4).

In some cases the soldier may not be eligible for reenlistment (primarily outdated physicals); the analyst will then issue an extension control number. All other cases of ineligibility will be referred to the USAREC Liaison Team who researches the disqualification. If documents are provided that negate the disqualification the USAREC Liaison Team assigns an Alpha Control Number to the case and provides a copy to ESD so a reenlistment control number can be issued.

Once the reenlistment contract (DD Fm 4) or extension form (DA Fm 4836) is executed, the battalion sends a copy of the document to ESD at ARPERCEN via fax (original documents follow by mail). The fax copy allows ESD at ARPERCEN to update the EXRRD so the current reserve obligation will not expire before orders are published. If the soldier's reserve obligation expires, his/her record drops off the system and has to be reassessed prior to publication of orders. This will cause untimely delays in the processing of the TPU assignment order.

DD Form 4 (Enlistment/Reenlistment Document, Armed Forces of the United States) will be completed in accordance with AR 140-111, table 5-1. DA Form 4836 (Oath of Extension of Enlistment or Reenlistment) will be completed in accordance with AR 140-111, table 3-2. Incorrectly completed forms will cause delays (while they are being corrected) possibly allowing the soldier's record to drop off the system.



Any questions concerning information in this USAR News should be directed to your battalion USAR Operations section.

The Test

1. Which regulation covers the Home Town Recruiter Assistance Program?

- a. USAREC Reg 601-103
- b. USAREC Reg 140-3
- c. USAREC Reg 601-97
- d. USAREC Pam 601-103

2. Recruiters will administer the CAST or EST to all applicants except those who have passed the SAT/ACT within the past two years.

- a. True
- b. False

3. A prior service applicant who was on Regular Army active duty is eligible for the Montgomery GI Bill.

- a. False
- b. True

4. The maximum amount that will be repaid by the Student Loan Repayment Program (SLRP) is _____.

- a. \$40,000
- b. \$50,000
- c. \$55,000
- d. \$45,000

5. Which regulation helps Army recruiters become effective salesmen through an understanding of sales and related activities necessary to find and enlist individuals into the Army?

- a. USAREC Reg 140-4
- b. Army Regulation 601-210
- c. USAREC Reg 350-7
- d. USAREC Pam 350-7

6. MOS 91P, X-Ray Specialist is authorized for enlistment under the STARR Program.

- a. True
- b. False

7. Is a married applicant with three children who wishes to enlist for grade E-4 with 23 months and 21 days prior service qualified for enlistment?

- a. Yes
- b. No

8. One semester hour of college credit equals _____ clock hours.

- a. 15
- b. 30
- c. 45
- d. 60

9. A PS applicant is required to have his initial issue of clothing if his break in service was less than 120 days.

- a. True
- b. False

10. How many days in advance of an applicant's 17th birthday can parental consent be obtained?

- a. 3
- b. 5
- c. 7
- d. 0

11. The M67 hand grenade can be thrown more than _____ meters by most soldiers.

- a. 15
- b. 50
- c. 40
- d. 25

12. Which of the following is NOT a characteristic of the UH 60 "Blackhawk" helicopter?

- a. Rectangular fuselage with rounded nose
- b. Three-wheel landing gear
- c. Stubby, weapons-carrying wings mounted mid-fuselage
- d. Four-bladed main and tail rotors

13. When using M8 Detection Paper to determine if a chemical agent is present, a yellow-gold color indicates the presence of a _____.

- a. Nerve agent
- b. Blister agent
- c. Blood agent
- d. None of the above

14. The three field expedient ways of determining direction are the shadow tip method, the north star method, and the _____.

- a. Polar method
- b. Atlas method
- c. Watch method
- d. None of the above

15. Which of the following is not a symptom of mild nerve agent poisoning?

- a. Stomach cramps
- b. Difficulty seeing
- c. Runny nose
- d. Excessive thirst

(The answers to this month's Test can be found on the inside back cover.)

The following is a list by battalion of the first OPSC/LPSC to achieve the mission box in RSM August.

1st Brigade

ALBANY

LPSC - Burlington RS
OPSC - Malone RS

BALTIMORE

LPSC - Arlington RS
OPSC - Lexington Park RS

NEW ENGLAND

LPSC - Haverhill RS
OPSC - Littleton RS

HARRISBURG

LPSC - Stroudsburg RS
OPSC - Littleton RS

NEW YORK

LPSC - Jamaica RS
OPSC - Spring Valley RS

PHILADELPHIA

LPSC - Freehold RS
OPSC - Germantown RS

PITTSBURGH

LPSC - New castle RS
OPSC - Indiana RS

SYRACUSE

LPSC - Watertown RS
LPSC - Cheetowaga RS
OPSC - Ithaca RS

BECKLEY

LPSC - Pikeville RS
LPSC - Danville RS
OPSC - Harrisonburg RS

2d Brigade

ATLANTA

LPSC - Atlanta Peachtree RS
LPSC - Americus RS
OPSC - Milledgeville RS

COLUMBIA

LPSC - Wilkesboro RS
OPSC - Columbia Downtown RS

JACKSONVILLE

LPSC - Jacksonville West RS
OPSC - Beauford RS

MIAMI

LPSC - Mayaguez RS
OPSC - Arecibo RS
OPSC - Stuart RS

MONTGOMERY

LPSC - Millbrook RS
OPSC - Birmingham RS

NASHVILLE

LPSC - Lexington East RS
OPSC - Morehead RS

RALEIGH

LPSC - Fayetteville RS
OPSC - Mount Airy RS

TAMPA

LPSC - Leesburg RS
OPSC - Sebring RS

JACKSON

LPSC - Ocean Springs RS
OPSC - Greenville RS

3d Brigade

CHICAGO

LPSC - Chicago Heights RS
LPSC - Country Club Hills RS
LPSC - LaSalle RS
LPSC - Melrose Park RS
LPSC - Mount Prospect RS
OPSC - Bradley RS

CLEVELAND

LPSC - Sandusky RS
OPSC - Elyria RS

COLUMBUS

LPSC - Florence RS
OPSC - Portsmouth RS

INDIANAPOLIS

LPSC - South Bend RS
OPSC - Vincennes RS

GREAT LAKES

LPSC - Portage RS
OPSC - Hillsdale RS

MILWAUKEE

LPSC - Escanaba RS
OPSC - Rhinelander RS

MINNEAPOLIS

LPSC - Rochester RS
OPSC - Dickenson RS

5th Brigade

DALLAS

LPSC - Killeen RS
OPSC - Corsicana RS

HOUSTON

LPSC - Northshore RS
LPSC - Willowbrook RS
OPSC - Spring RS

KANSAS CITY

LPSC - Joplin RS
OPSC - Emporia RS

NEW ORLEANS

LPSC - New Orleans Downtown RS
OPSC - Crowley RS

OKLAHOMA CITY

LPSC - Memorial RS
OPSC - Searcy RS

SAN ANTONIO

LPSC - San Marcos RS
OPSC - Laredo RS

DES MOINES

LPSC - Bellevue RS
LPSC - Moline RS
OPSC - Mason City RS

ST. LOUIS

LPSC - Florissant RS
LPSC - Alton RS
OPSC - Effingham RS

6th Brigade

DENVER

LPSC - Highlands Ranch RS
LPSC - Academy RS
LPSC - Greeley RS
OPSC - Littleton RS

LOS ANGELES

LPSC - Pomona RS
OPSC - Rowland Heights RS

PHOENIX

LPSC - Tucson East RS
OPSC - Safford RS
OPSC - Bullhead RS

PORTLAND

LPSC - Aiea-Pearlridge RS
OPSC - Klamath Falls RS

SACRAMENTO

LPSC - Florin RS
OPSC - Crescent City RS

SALT LAKE CITY

LPSC - Sandy RS
OPSC - La Grande RS

SANTA ANA

LPSC - Chula Vista RS
OPSC - Mira Mesa RS

SEATTLE

LPSC - Coeur d'Alene RS
OPSC - Moscow RS

POC is SFC Ayers, Recruiting Operations, (502) 626-0470.



The Glen E. Morrell Award

The Glen E. Morrell Award is the ultimate achievement award offered by the United States Army Recruiting Command for recruiting excellence. The award was named after retired Sergeant Major of the Army Glen E. Morrell who served as the United States Army Recruiting Command's Command Sergeant Major from

October 1981 to September 1982. Sergeant Major of the Army Morrell is a man who stands for professionalism, integrity and devotion to duty, all positive attributes required to achieve this award. The award is a bronze medallion hung on a red, white and blue ribbon. It is authorized for wear with the dress blue uniform when attending USAREC formal functions.

The design of the medallion is a result of a USAREC-wide competition. The front is an adaptation of a design submitted by SFC Timothy S. Clark of the Philadelphia Recruiting Battalion. The back is an adaptation of the design submitted by SFC Palmer Miller, Phoenix Recruiting Battalion.

The eagle on the front with the American flag in the background is symbolic of our freedom. The 13 stars represent the original 13 states. On the back are the Liberty Bell and the American flag, as well as the USAREC flag and recruiter ring, encircled by 50 stars representing the 50 states.

Only recruiters who have distinguished themselves as experts by earning the coveted recruiter ring may compete for the Morrell Award. After receiving the ring, recruiters must earn a total of 2,400 points to become eligible to join the truly elite group of Morrell Award recipients.

ALBANY

1SG Edward Kirshy
SFC Rodger Carroll

BALTIMORE

Mr. Raymond Moran
SFC Earl Elmore
SFC Valerie Frazier
SFC Debra Liles
SSG Claude Brown
SFC Milton Payne

COLUMBIA

SFC Dona Warner
SFC George Chittick
SFC Bruce Stratford
SFC Ginger Cribb
SFC Ruby Robinson
SSG William Kain
SFC Calop Bradford
SFC Howard Sanchez
SSG T. Maharaj

JACKSON

SFC Alford Powell

JACKSONVILLE

SFC Byron Guy
SFC Karl Swed
SFC George Lockett
SFC Rita Jeczala
SFC Major Sims
SSG Harrison Pierce
SFC Marvin Pitts
SFC Maxie Coney
SFC James Bryant

KANSAS

SSG Steven Bartgis

MILWAUKEE

SSG James Grabowski

MINNEAPOLIS

SFC Patrick Hooker

MONTGOMERY

SSG Michael Brown

NEW ENGLAND

SFC Kenneth Selburg

NEW ORLEANS

SFC James Spence
SSG Freddie Martin

OKLAHOMA CITY

SFC Lafayette Woods

PHOENIX

SFC Palmer Miller
SFC William Ormsby

PITTSBURGH

SFC Kenneth Kohl

PORTLAND

SFC Reggie Epperson
SFC Martha Duenas
SFC Vainupos Nuusa

RALEIGH

SFC Joseph Tolley
SFC James Ivey

SAN ANTONIO

SFC Monnie Wilson
Mr. Ismael Floressan

TAMPA

SFC A. Giron-Pagan
SFC Donna Harrell
SFC Robert Hanson

Rings

ALBANY

SFC Arcillious Redding
SFC James Ryan
SSG Joseph Dowling

ATLANTA

SSG Jeffery Westerfield

BALTIMORE

SFC Edwin MacDonald
SFC Ezekiel Brown
SFC Lorenda Harris

BECKLEY

SFC Terry Brooks

CHICAGO

SFC Michael Goodman

CLEVELAND

SFC Edward Williams

COLUMBIA

SSG Allen Bagley

COLUMBUS

SSG David Cohick

DALLAS

SFC Billy Huggins

DENVER

SFC Cory Olson

DES MOINES

SSG Brad Sand
SFC Shawn Feid

GREAT LAKES

SFC Raymond Empie
SFC Raymond Spencer
SSG Maxine Blackwell

HOUSTON

SFC Kenneth Thigpen
SFC Van Maryland

INDIANAPOLIS

SFC Walter Ramey
SFC Dean Patterson

JACKSON

SFC Jose Mateo
SSG Gregory Rogers
SSG Roberto Martinez

MIAMI

SFC Angel Hernandez
SFC Ivan Rodriguez
SSG Errol Belle

MILWAUKEE

SSG Daniel Noe
SFC Alexander Medina

MINNEAPOLIS

SFC Edwin Warden

MONTGOMERY

SSG Steven Morgan
SFC Dennis Ethridge
SGT Darrion Pressley
SSG Joe Blevins

NEW ENGLAND

MSG Thomas Driscoll
SFC William Moors

OKLAHOMA CITY

SFC Donald Riedmann

PHOENIX

SFC Robert Jackson
SSG Harold Harris
SFC Phillip Tutka

PORTLAND

SFC Caryl Elliott

SALT LAKE CITY

SGT Gary Britton

SANTA ANA

SSG Steven Barnes
SFC Douglas Buckley
SFC Anthony Allen
SFC Ernest Anderson

SEATTLE

SFC Randy Busch
SFC Robert Evans

ST. LOUIS

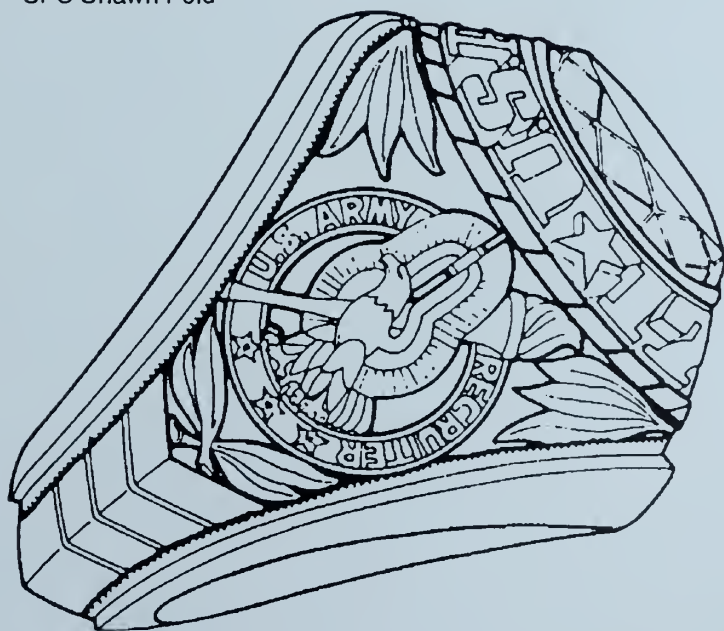
SFC Thomas Aliotta

SYRACUSE

SSG Paul Spradlin
SFC Gary Boxx

TAMPA

SSG Frank Macrae



Gold Badge Gold Badge

ALBANY

SSG Paul Mosseau

ATLANTA

SSG Stacey Knowlton

BALTIMORE

SGT Lisa Buckley
SSG Linwood Walker
SSG Anthony Thompson
SSG Leo Perfeita
SGT Carl Boocks

BECKLEY

SGT Steven Seets
SSG Thomas Wilkins
SGT Robert Adkins
SFC Walter Mayes
SFC Frank Gainer
SSG Richard Jackson
SFC Christopher Mason

GOLD BADGE GOLD BADGE GOLD BADGE GOLD BADGE GOLD BADGE GOLD BADGE

CHICAGO

SGT Richard Graham
SGT Keith Harrell
SGT James Murphy
SSG Michael Agrue
SSG Jose Perez
SGT Mark Smith
SSG Trent Bumgardner
SSG William Foy
SSG Paul Henry
SSG Sergio Jaquez
SSG Stevie Shaw

CLEVELAND

SSG Kenneth Dillon
SSG Ronald Miller
SGT David Frye

COLUMBIA

SSG Randy Bailey
SGT Darrel Hawkins
SSG Kevin Vaughn
SSG Michael Lockhart
SGT Darrell Lowery
SSG Richard Weik
SGT Leshia Dupas

COLUMBUS

SSG T. Hendershot

DALLAS

SSG Valerie Jackson
SGT Jeffery Lacaze
SSG Steven Dechane
SSG Sharon Lusk
SSG Thomas White
SSG Alexie Rogers
SSG Gregory Weber

DES MOINES

SGT Michael Dobbs
SSG Steven Hermansen
SSG C. Hochstetler
SGT Jerome Brown

GREAT LAKES

SFC Charles Kiss
SFC Louis Benedict
SGT Andrea Luke
SGT Brian Holt
SSG William Ludlow

HARRISBURG

SSG James Ditchey
SFC James Petruncio
SGT Michael Goodling
SFC Kenneth Stutzman
SFC Kenneth Gallatin

HOUSTON

SGT Brian Faw
SSG Mike Dailey

SSG Avery Fleming
SSG Gina Green
SFC James Scott
SSG Debra Williams

INDIANAPOLIS

SGT Constance Luswell
SSG Richard Cox
SSG Sharon Lamont
SFC Lutgardo Fuster
SSG Scottie Snyder
SSG Kevin Brown
SGT David Smith

JACKSON

SGT Valerie Willis
SSG William Schwartz
SSG George Stiles

JACKSONVILLE

SSG Ulysses Fogle
SSG R. Velez-Velez
SSG Rafael Chaves
SSG Eric Wilborn
SSG Drew Weakland

LOS ANGELES

SSG George Lowe
SSG Donnie Wilson

MIAMI

SFC Julio Arizmendi
SSG Jose Garcia
SGT Michelle Robinson
SSG Louis Amparo
SSG Timothy Reick
SGT Raymond Barbosa
SSG Joe Campbell
SSG Conrad Dobson
SSG Fernando Soto

MILWAUKEE

SSG Robert Halverson
SSG John Kerr
SGT Steven Asplund

MINNEAPOLIS

SGT Mark Baseman
SGT Todd Lofquist
SGT Michael Bushman

MONTGOMERY

SSG Kevin Ming
SGT William Spence
SGT Charles Adams
SGT Hubert Claxton
SGT Edward Wilder
SSG Edward Holt

NASHVILLE

SGT Eric Maynard
SSG James Barrett

SFC Douglas McManamy
SSG Michael Brown
SSG Anthony White

NEW ORLEANS

SSG Moses Gilmore
SSG Minh Nguyen
SSG Paula Thomas

OKLAHOMA CITY

SGT Stephen Lemaster
SSGF. Nogueras-Hernandez
SFC Terry Landers
SGT James Wahl
SGT Dean Walker
SSG Todd Percy

PHILADELPHIA

SSG Rocke Evans
SGT Arthur Brown
SSG Joe Wade

PHOENIX

SGT April Upton
SFC Lucinda Tims
SFC Jose Rodriguez
SSG Michael Larsen
SSG Patrick Scruggs
SSG Ronald Cains
SGT Charles Neely
SGT David Wetters
SGT Wood Saunders

PORTLAND

SSG Gabriel Gandia
SFC Donna Punihale
SSG Daniel Toy
SSG Delbert Miller

RALIEGH

SFC C. Carson
SSG Rodney Anderson
SGT Troy Winston
SSG Kenneth Bryant
SSG Ricky Locklear
SGT Melessa Barbknecht
SSG Randall Lewis
SGT Victor Tindall
SSG David Haas
SSG Tracy Wolf
SSG Darrin Jeffries
SGT Joanne Demary
SSG Timothy Hanlon
SSG William Mock
SGT Emerson Parana

SACRAMENTO

SGT Paul Baza
SSG Carlos Cotto
SSG William Brown
SSG Ralph Simmons

SSG William Brown
SSG Ralph Simmons
SFC Meredith Carroll
SFC Daniel Verbeke
SSG Richard Andrada
SSG George Skerritt
SSG Richard Lambert

SALT LAKE CITY

SSG William Johnson
SSG Donald McCartney
SSG Aaron Lynch
SGT Gerald Gatlin
SGT David Dennis
SFC Frank Martin

SAN ANTONIO

SGT Ruth Marrero
SSG Mario Gonzales
SSG Herbert Turner
SGT Timothy Tucker
SFC Eric Langley
SSG Edwin Weaver
SSG Johnny Lozano
SSG Charles Shaw
SSG Jerry Witt
SSG Willie White
SFC Jose Lopez
SSG Rebecca Reed
SSG James Godkin
SGT Linda Andis
SSG Martha Milliner

SANTA ANA

SGT Richy Colligan
SSG Wayne Gustin
SGT Luis Garcia
SSG James Blevins
SSG Vanessa Holmes

SEATTLE

SFC Michael Damitio
SSG Rayford Clark
SSG Perry Rogner
SSG Marvin Jordan
SGT Jerry Layne
SSG David Hanna
SGT Ariel Almacen
SSG Richard Henning

TAMPA

SSG Daniel Lemon
SSG Robert Wilson
SSG James Byrd
SGT Iraida Ramos





NOVEMBER

Cinema Vans

ATLANTA, 6 - 16 Nov
BALTIMORE, 14 - 27 Nov
CHICAGO, 31 Oct - 9 Nov
DES MOINES, 14 - 27 Nov
JACKSONVILLE, 1 Nov
KANSAS CITY, 1 - 10 Nov
MINNEAPOLIS, 13 - 27 Nov
NASHVILLE, 20 - 27 Nov
NEW YORK CITY, 2 - 10 Nov
OKLAHOMA, 31 Oct - 9 Nov
PHOENIX, 12 - 22 Nov
PORTLAND, 6 - 27 Nov
SALT LAKE CITY, 31 Oct - 2 Nov
TAMPA, 31 Oct - 21 Nov

Cinema Pod

ALBANY, 13 - 21 Nov

BECKLEY, 31 Oct - 16 Nov
CHICAGO, 14 - 27 Nov
HARRISBURG, 27 Nov
HOUSTON, 14 - 27 Nov
JACKSONVILLE, 31 Oct - 9 Nov
KANSAS CITY, 21 - 27 Nov
LOS ANGELES, 20 - 27 Nov
MIAMI, 13 - 27 Nov
MILWAUKEE, 31 Oct - 11 Nov
NEW ENGLAND, 31 Oct - 10 Nov
NEW YORK, 27 Nov
PHILADELPHIA, 3 - 22 Nov
SACRAMENTO, 2 - 16 Nov
SALT LAKE CITY, 6 - 27 Nov
SAN ANTONIO, 31 Oct
ST. LOUIS, 1 - 10 Nov

Army Adventure

SAN ANTONIO, 2 - 13 Nov
SANTA ANA, 20 - 27 Nov

DECEMBER

Cinema Vans

ATLANTA, 5 - 15 Dec
BALTIMORE, 28 Nov - 15 Dec
INDIANAPOLIS, 1 - 15 Dec
JACKSONVILLE, 28 Nov - 1 Dec
NEW ORLEANS, 4 - 13 Dec
OKLAHOMA CITY, 1 - 15 Dec
PORTLAND, 28 Nov
SACRAMENTO, 30 Nov - 12 Dec
SEATTLE, 1 - 15 Dec

Cinema Pods

CHICAGO, 28 Nov - 15 Dec
HARRISBURG, 28 Nov - 15 Dec
KANSAS CITY, 28 Nov - 8 Dec
LOS ANGELES, 28 Nov - 8 Dec
MIAMI, 28 Nov - 8 Dec
NEW ORLEANS, 30 Nov - 10 Dec
NEW YORK, 28 Nov - 10 Dec

Answers to the Test

1. a, USAREC Update Recruiting Station Operations AB
2. b, USAREC Reg 350-6, para 4-2 d.
3. a, USAREC Reg 621-1, Chap 1-4i(3)
4. c, USAREC Reg 621-1, para 3-7 a
5. d, USAREC Pam 350-7, para 1-1(a)
6. a, AR 601-210, Table 9-12, line 9
7. b, AR 601-210, para 3-8 (4)

8. c, AR 601-210, para 2-22a(1)
9. b, AR 601-210, para 2-13b
10. c, AR 601-210, para 2-3(a)
11. c, STP 21-1-SMCT, page 188
12. c, STP 21-1-SMCT, page 11
13. a, STP 21-1-SMCT, page 374
14. c, STP 21-1-SMCT, page 62
15. d, STP 21-1-SMCT, page 508

WE TEACH YOU SKILLS FROM THE GROUND UP.

UNIVERSITY OF FLORIDA



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FLARE

ARMY. BE ALL YOU CAN BE.